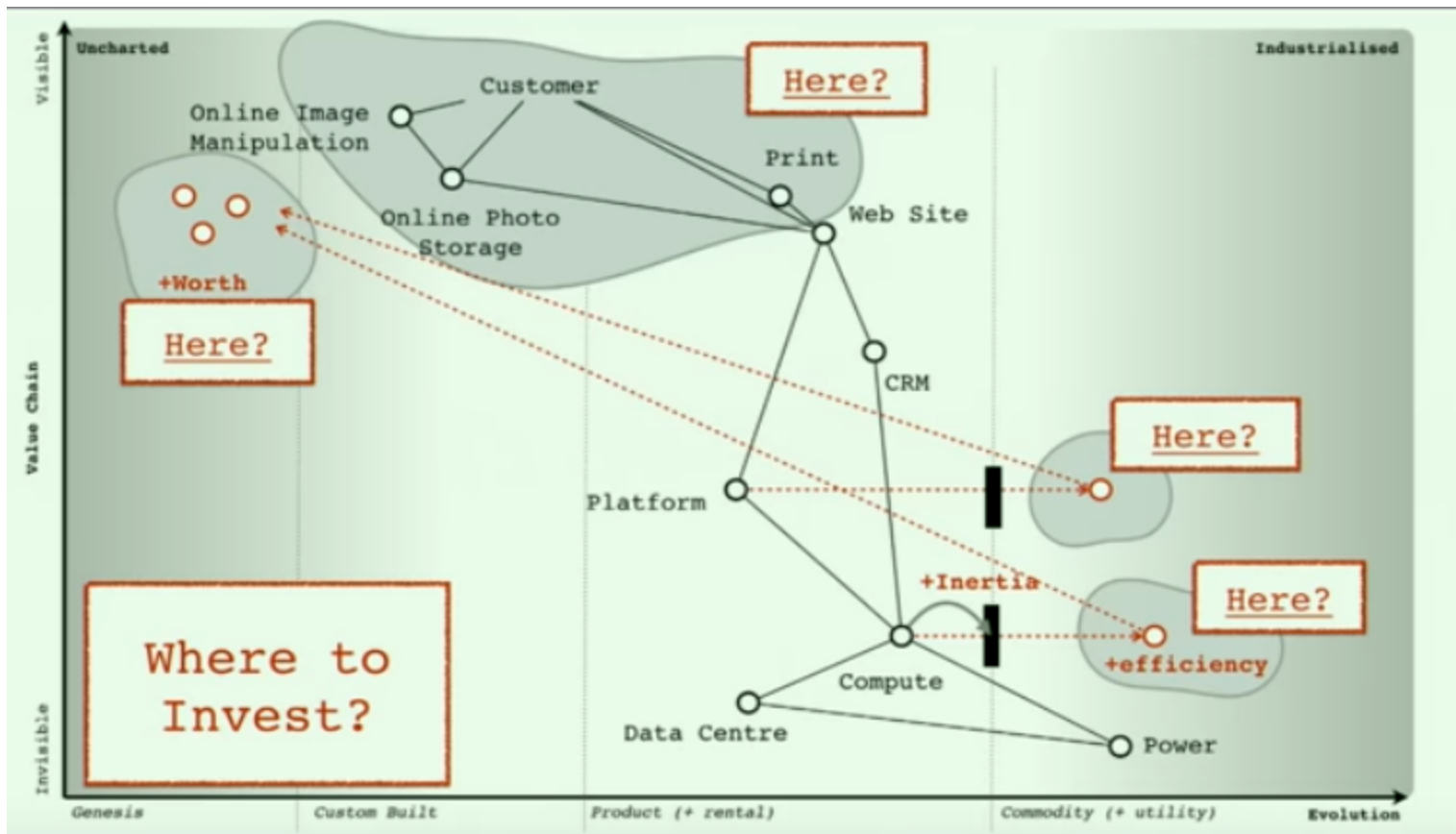# Create strategies using Wardley Maps

What will you learn?

- How to draw your first map

- How to use the map to make strategic decisions

- How to include your team to this process

All the steps in one page

1. Write a customer, a need, and dependencies
2. Draw a map
3. Move the dependencies
4. Add trends to the map
5. Add moves to the map
6. Add strategic moves
7. Decide on actions

1. Write down a customer, need, and dependency

Steps:

1. write down name of a customer.

2. Write one need of this customer.

3. Write a few things that are needed to meet this need.

Example:

1. User: software engineer.

2. Need: build a web site.

3. Dependencies: choose a technology, learn how to use it, build a web site, test it, deploy it, maintain it.

2. Draw a map

TODO: add drawing

3. Move the dependencies on the evolution scale

TODO: add drawing

Evolution

Stage (of activity)	Genesis	Custom	Product (+rental)	Commodity (+utility)
Characteristics				
Ubiquity	Rare	Slowly increasing consumption	Rapidly increasing consumption	Widespread and stabilising
Certainty	Poorly understood	Rapid increases in learning	Rapid increases in use / fit for purpose	Commonly understood (in terms of use)
Publication Types	Normally decribe the wonder of the thing	Build / construct / awareness and learning	Maintenance / operations / installation / feature	Focused on use
General Properties				
Market	Undefined market	Forming market	Growing market	Mature market
Knowledge management	Uncertain	Learning on use	Learning on operation	known / accepted
Market Perception	Chaotic (non linear)	Domain of experts	Increasing expectation of use	Ordered (appearance of being linear) / trivial
User perception	Different / confusing / exciting / surprising	Leading edge / emerging	Common / disappointed if not used or available	Standard / expected
Perception in Indusry	Competitive advantage / unpredictable / unknown	Comptitive advantage / ROI / case examples	Advantage through implementation / features	Cost of doing business / accepted
Focus of value	High future worth	Seeking profit / ROI?	High profitability	High volume / reducing margin
Understanding	Poorly understood / unpredictable	Increasing understanding / development of measures	Increasing education / constant refinement of needs / measures	Believed to be well defined / stable / measurable
Comparison	Constantly changing / a differential / unstable	Learning from others / testing the water / some evidential support	Feature difference	Essential / operational advantage
Failure	High / tolerated / assumed	Moderate / unsurprising but disappointed	Not tolerated, focus on constant improvement	Operational efficiency and surprised by failure
Market action	Gambling / driven by gut	Exploring a "found" value	Market analysis / listening to customers	Metric driven / build what is needed
Efficiency	Reducing the cost of change (experimentation)	Reducing cost of waste (Learning)	Reducing cost of waste (Learning)	Reducing cost of deviation (Volume)
Decision Drivers	Heritage / culture	Analysis & synthesis	Analysis & synthesis	Previous experience

4. Add climatic patters to the map

TODO: add drawing

Climatic Patterns

Components	Everything evolves through supply and demand competition	Rates of evolution can vary by ecosystem *(e.g. consumer vs industrial)*	Characteristics change as components evolve *(Salaman & Storey)*	No choice over evolution *(Red Queen)*
	No single method fits all *(e.g. in development or purchasing)*	Components can co-evolve *(e.g. practice with activity)*	Evolution consists of multiple waves of diffusion with many chasms.	
Financial	Higher order systems create new sources of value	Efficiency does not mean a reduced spend *(Jevon's Paradox)*	Capital flows to new areas of value	Creative Destruction *(Joseph Schumpeter)*
	Future value is inversely proportional to the certainty we have over it.	Evolution to higher order systems results in increasing local order and energy consumption		
Speed	Efficiency enables innovation	Evolution of communication mechanisms can increase the speed of evolution overall and the diffusion of a single example of change	Increased stability of lower order systems increases agility & speed of re-combination	Change is not always linear (discontinuous & exponential change exists)
	Shifts from product to utility tend to demonstrate a punctuated equilibrium			
Inertia	Success breeds inertia	Inertia can kill an organisation	Inertia increases the more successful the past model is	
Competitors	Competitors actions will change the game	Most competitors have poor situational awareness		
Prediction	Not everything is random *(p[what] vs p[when])*	Economy has cycles *(peace, war and wonder)*	Two different forms of disruption *(predictable vs non-predictable)*	A "war" (point of industrialisation) causes organisations to evolve
	You cannot measure evolution over time or adoption, you need to embrace uncertainty.	Evolution consists of multiple diffusion curves	The less evolved something is then the more uncertain it becomes	

5. Add doctrine to the map

TODO: add drawing

Doctrine

	Wardley's Doctrine (universally useful patterns that a user can apply regardless of context)					
	Communication	*Development*	*Operation*	*Learning*	*Leading*	*Structure*
Phase I	Common Language / Challenge Assumptions / Understand what is being considered	Know your users / Focus on user needs / Remove bias and duplication / Use appropriate methods	Know the details	Bias towards data		
II	A bias towards open	Focus on the outcome / Think fast, inexpensive, restrained and elegant / Use appropriate tools / Be pragmatic / Use standards	Manage inertia / Manage failure / Effectiveness over efficiency	Bias towards action	Move fast / Strategy is iterative	Think small teams / Distribute power and decision making / Think aptitude and attitude
III			Optimise flow / Do better with less / Set exceptional standards	*Bias towards the new*	Commit to the direction / Be the owner / Inspire others / Embrace uncertainty / Be humble	Provide purpose, mastery & autonomy / Seek the best
IV				Listen to your ecosystem	Exploit the landscape / There is no core	No single culture / Design for constant evolution

LEGEND
- Good
- Unknown
- Weak
- Warning

*STEVE PURKIS VARIATION

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6. Add strategic move

TODO: add drawing

Gameplay

|				
User Perception	Education	Bundling	Creating artificial needs	Confusion of choice
	Brand and marketing	Fear, uncertainty and doubt	Artificial competition	Lobbying / counterplay
Accelerators	Market enablement	Open approaches	Exploiting network effects	Co-operation
	Industrial policy			
De-accelerators	Exploiting constraint	IPR	Creating constraints	Limitation of competition
Dealing with toxicity	Pig in a poke	Disposal of liability	Sweat and dump	Refactoring
Market	Differentiation	Pricing policy	Buyer / supplier power	Harvesting
	Standards game	Last man standing	Signal distortion	Trading
Defensive	Threat acquisition	Raising barriers to entry	Procrastination	Defensive regulation
	Limitation of competition	Managing inertia		
Attacking	Directed investment	Experimentation	Centre of gravity	Undermining barriers to entry
	Fool's mate	Press release process		
Ecosystem	Alliances	Co-creation	Sensing Engines (ILC)	Tower and moat
	Two factor markets	Co-opting and intercession	Embrace and extend	Channel conflicts & disintermediation
Competitor	Ambush	Fragmentation play	Reinforcing competitor inertia	Sapping
	Misdirection	Restriction of movement	Talent raid	
Positional	Land grab	First mover	Fast follower	Weak signal / horizon
Poison	Licensing play	Insertion	Designed to fail	

7. Take actions

Invite your team

Here is the cycle you went through:

The Strategy Cycle
Sun Tzu's five factors
The two types of why
John Boyd's OODA loop
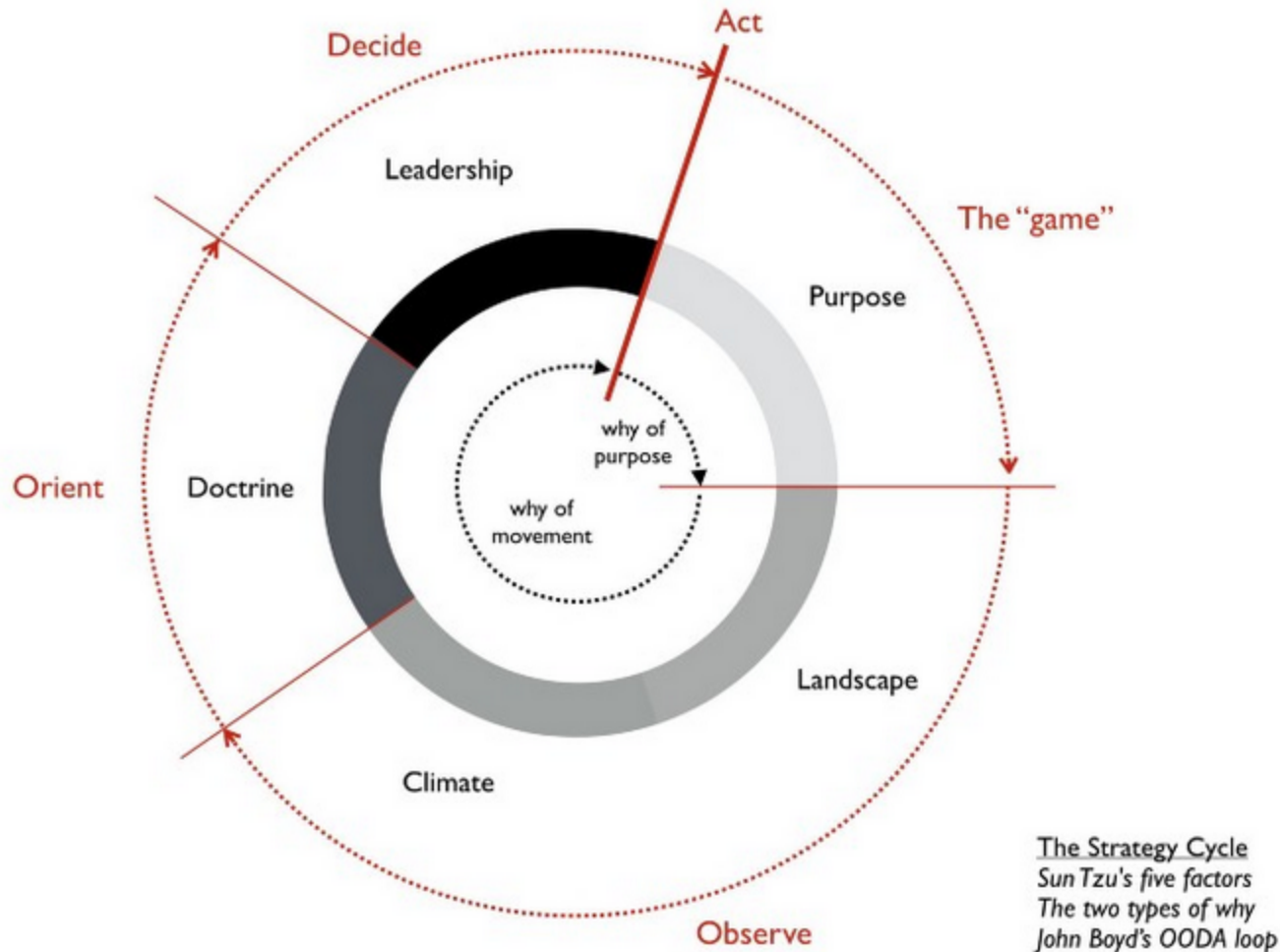
Repeat the cycle

Repeat this strategy cycle with the team every few weeks.

Next Steps (optional)

- If you want to dive deeper into Wardley Maps watch Introduction to Wardley Maps (30 min video).

- If you want to dive deeper into strategy and organizational development introduction to strategy and organizational development (30 min video).